

OCTOBER 1953
FORTY CENTS

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



The Humanities in Industry (PAGE 8)



The striking new Bel Air 4-Door Sedan. With 3 great new series, Chevrolet offers the widest choice of models in its field.

Why is it, wherever people travel, you see more Chevrolets than any other car. . .

Suppose you should get off one of those ships up there into that fine, new Chevrolet.

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For example, there's the extra luxury and beauty of Body by Fisher; the finer, thriftier performance of Chevrolet's high-compression valve-in-head engines; the greater responsiveness and economy of Powerglide* automatic transmission; and the unmatched convenience of Chevrolet Power Steering.*

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*Optional at extra cost. Combination of Powerglide automatic transmission and 115-h.p. "Blue-Flame" engine available on "Two-Ten" and Bel Air models only. Power Steering available on all models.

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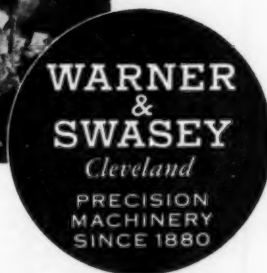
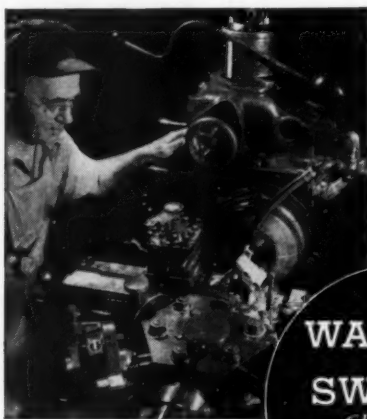
THE GERMANS TRIED IT and lost their nation —the Russians pretended to try it and made themselves slaves.

You'll notice that security is always offered in return for your vote—"just a vote of confidence, so I can get for you what you want." So the worker votes for a union boss he never saw, the businessman votes for a subsidy or cost-plus government contract.

And for every inch they advance toward

security, they retreat a mile toward regulation that is next to servitude.

But there *is* a way to enjoy security in America (and only in America, by the way). That is, to make yourself something the world must have—a skillful farmer, a productive worker, a sound businessman. In this country it is true that the more value you add to the world and the more you add to the world's goods, the more you will be paid in return. *That* is security with self-respect —the only kind of security Americans want.



YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION MACHINERY

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2. The owner is: The National Association of Foremen, a non-profit organization incorporated under the laws of the State of Ohio.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: None.

s/Dean Sims, Editor
Sworn to and subscribed before me this 17th day of September, 1953.

s/Ardel Follick, Notary Public
(My commission expires Feb. 27, 1956)



ON THE COVER



Featured on the cover of this issue of MANAGE is a pre-form machine representative of the striking methods often employed in the manufacture of plastics products. The operator is spraying a liquid plastic in the process of making the Air Force "F-94C Starfire's Frangible Nose," at the California plant of the Lockheed Aircraft corporation. The machine has cut strands of fiber glass and by means of a partial vacuum has evenly distributed them about a die. The pre-formed nose will be completed in a hydraulic press as additional liquid plastic is added. "A Few Billion Dollars—Plus" on page 12 of this issue presents a complete picture of the phenomenal growth in the use of plastics in the past few years. We wish to thank B. F. Eggert, author of this enlightening article, and H. B. Latham, Jr., the photographer, for making this photograph available.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

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The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foreman to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 57,983 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

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One demonstration, and key men agree

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Most plants have found a 90-day trial—with a Scott representative working hand in hand with their supervisory personnel—the most accurate way of measuring the advantages of Scott Industrial Wipers.

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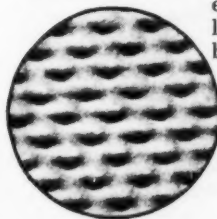
Each wiper is of standard size, color and absorbency. Every inch is a highly effective wiping surface. From experience you will soon know the exact wiping requirements of each job.

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EDITORIALLY SPEAKING

I. Q.'S TO THE TEST

If you can slap yourself on the back and say you're a pretty smart fellow, that's fine, because you are living in an era when you have every opportunity to prove it. Geniuses, master-minds, idiots and egg-heads can all offer their brains to the solution of the seemingly ever-increasing world problems which seem to baffle everybody. Every field in the world is crying out for the man with the answer to any of its many problems.

Are problems on the increase?

Probably slightly, but the reason it seems like they are multiplying like Texas rabbits is because of our improved channels of communication. We hear about all the various aspects of every baffling problem which anybody happens to encounter.

The American public is being subjected to barrages of information about so many different subjects that unless you're bright enough to study only the problems in your line, or so mentally asleep you pay no attention to anything, you can be, literally, smothered with information relative to the world's various problems.



As Diogenes sought the honest man, so civilization seeks human beings with answers to current problems.

Answers to past problems faced by society have come from the most peculiar people. George Washington Carver, a Negro scientist born at Diamond, Mo., found out how to make rich industrial use of peanut shells by turning a wooden shed behind his house into a ramshackled laboratory which would have made a city scientist snicker. The Wright Brothers left bicycle making to solve the problem of how man might fly, while learned scientists scoffed and said it was mathematically impossible to fly. Samuel F. B. Morse nearly

starved to death as he tried to convince a Congressional committee over a period of ten years that he really had a solution to communications problems in his telegraph invention.

Every department in every industry has its problems which are costing untold amounts of money and lost production. Look around you! There is effort being wasted at every job. Your company library is full of data on the problems, which you can study, mentally digest and put your brain to clicking on.

General problems? Every issue of a daily newspaper gives you tips on several dozen different ones, in all fields of endeavor from agriculture to zoology.

George Washington Carver, Orville and Wilbur Wright and Sam Morse would not have so much trouble bringing their ideas to the attention of the public these days. Newspapers and magazines are tumbling over one another in their relentless search for people with ideas for solving problems. Ideas are pushing progress along at a dizzy pace. With progress comes new problems for everybody.

There is so much information available on every subject, you have to be moderately intelligent to make up your mind definitely about anything. Everybody wants to explain his side of the story. Every representative of a group with a problem wants to explain fully why it is your problem.

Sometimes after you read a newspaper, you feel like somebody has delivered you a whammy. You don't know whom to believe about what's right and what's wrong.

That's information, brother! That's one of the blessings of living in a free republic where most people can read, write and put their brains to work on any task they choose.

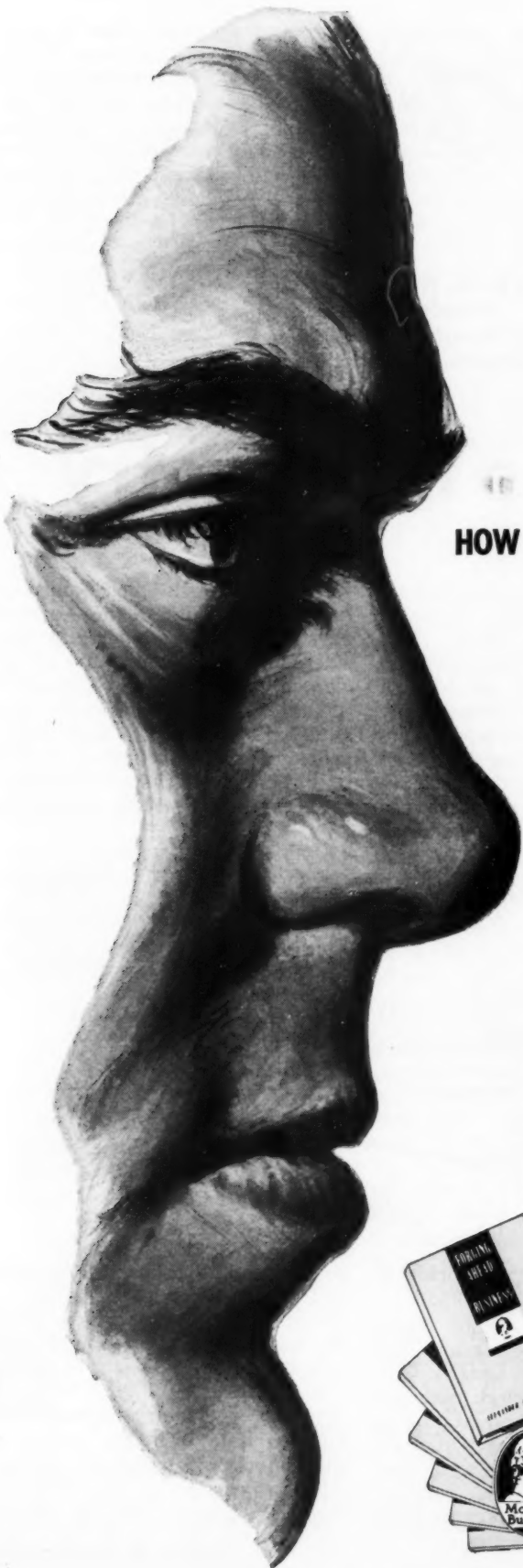
Answer . . . Answer . . . the world is looking for the man with the Answer. What Answer? Any Answer!

So . . . if . . . you . . . are . . . so . . . doggone . . . smart . . . prove . . . it.

LAST MONTH AND NEXT

The curtain has been rung down on the most successful of all NAF conventions. Next month's November Issue will bring the proceedings of the 30th Annual NAF Convention into the homes of those of you who were not able to attend. We have spared no expense or work in reporting all the newsworthy events of this conclave, which is a tribute to the twelve months of work by the NAF clubs and NAF leaders in Wisconsin.

Readers



HOW TO SUCCEED WHILE YOU'RE STILL YOUNG

IT SURPRISES many people to learn that the average age of the men who respond to our advertisements is closer to forty than to twenty. But it's not hard to understand why this is true!

Most young men are *satisfied* with their progress in business. Their native ability and energy are enough to win them regular promotions and salary increases. They find success only a matter of time.

But the day comes, often with a shocking suddenness, when this easy and casual progress ends abruptly.

Many a man wakes up with a start in his thirties or forties to find that his income has leveled off, and that promotions have ceased.

"I'm not getting ahead as fast as I should," he says to himself. "Where am I going to be ten years from now?"

Why does this pathetic pattern appear in so many promising careers?

The answer is simple: Sheer ability and energy can carry a man to the mid-way point in business . . . *but only a thorough knowledge of business fundamentals can help him beyond that point.*

If you realize that fact while time is still on your side—and act on it—you can succeed while you're still young.

FREE... "FORGING AHEAD IN BUSINESS"

We do not claim that you must have the Alexander Hamilton Course in order to succeed in business. But we do say that *you cannot succeed without what is in the Course!*

All the Institute does is offer you a convenient and time-saving means of bringing this knowledge to you in your spare time; and in a form that has *proved* to be practical and effective for more than forty years.

So that you may judge for yourself whether or not you think the Institute can help you, we have published an informative **48-page book** titled "Forging Ahead in Business."

We believe that this little book will help any man get down to bed-rock in his thinking; however, there's no cost or obligation for it because—frankly—we've never been able to put a price on it that would reflect its true value. Some men have found a fortune in its pages.

If you would like a complimentary copy of "Forging Ahead in Business," simply sign and return the coupon below. It will be mailed to you promptly.



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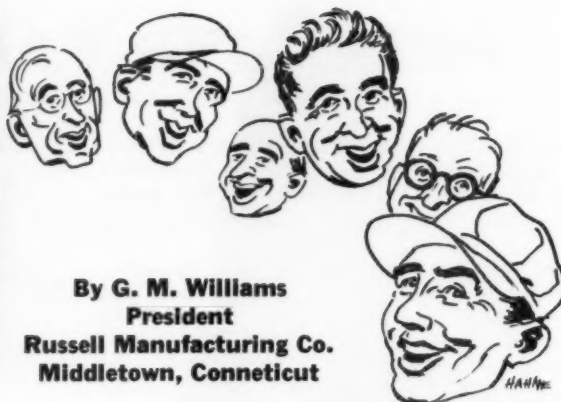
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By G. M. Williams
President
Russell Manufacturing Co.
Middletown, Connecticut

The Humanities in Industry

SO often I have heard organized labor and its union castigated by management, but it is my firm conviction that if, 20 or 25 years ago, industrial management had had a fairer attitude toward their labor group, then organized labor and unionism would not have made the great strides they have during the past quarter century.

Now we have seen this great change take place. I admit that some of the changes have been brought about by legislation. But, on the other hand, to give credit to industrial management, I will say that there has been an increasingly greater appreciation of the point of view of the laboring man in contrast to that which existed a number of years ago.

If we can use New England industry as an example from which to make a pattern, there are several very salient factors by which we can trace the progress of good industrial relations. In the first place, until a very few years ago many New England corporations were owned by either individuals or families. Many of those owners lived in New York on Park Avenue and they very rarely visited the plants in which they were financially interested. They deputed all the authority of management to what were then called "agents."

Those agents were professional plant managers who really had no

great interest in the operation of the corporation except in drawing their own salaries. Even these agents, or local managers, lived in big white houses on the tops of high hills and were not necessarily a part of their own industrial community. If the term "big shots" had been in existence in the parlance of those days, undoubtedly they

earned it through some bonus arrangement. Labor in those earlier days was almost universally considered to be a commodity or an element of cost, and not a group of separate individuals—each one with his own personal and family problems. Such factors as factory sanitation, good plant housekeeping, employee health measures,



would have taken great pride in being referred to as "big shots."

Now, gentlemen, since those days individual ownership has largely gone into the discard. Corporations as a general rule are owned by many individual citizens—often by a large proportion of the employees themselves, who have bought the stock of their corporation in the open market or have

good first aid and hospital facilities and, last but not least, reasonable work loads, were not considered to be matters of great importance. Labor gradually began to recognize indifference toward them on the part of factory management and, as time went on, organized themselves into bargaining groups—first, largely in the form of company unions. Then it became

more or less evident that company unions were, in so many instances, company-dominated unions, and they felt they could acquire more power if they joined national groups. Thus we saw the conception and growth of the American Federation of Labor and, later still, the Congress of Industrial Organizations, the CIO.

The AFL and the CIO, being of such magnitude nationally, offered very wide scope to what we now term "labor racketeers." These labor racketeers exploited the working force to nearly as great an extent as management had done in earlier times. Yet unions were not all bad. Labor racketeering became more evident in what I call "horizontal or craft unions" than it did in the vertical or company-wide unions. When I say "horizontal unions" I mean unions which incorporate all members of a trade no matter what company or industry they are in. The heads of these unions exacted from their members dues and contributions which were, in many cases, far in excess of those which were demanded at the time they were completely autonomous as company unions.

And now, let us look at today in terms of the humanities in business. In these days the lines between industrial management and the labor group are far less sharply drawn. The extremes are closer to-

gether than they were at times in the past. Social legislation, assisted by good reason in management, has gone far to ameliorate some of the harshness of the competition for pre-eminence and has been, for the most part, generally welcome. Strong organization of labor is now an accepted element in our affairs, and there is much less detachment and disinterest on the part of management. Owners and managers



now more fully appreciate that great private wealth or industrial power carry with them certain social responsibilities. Yet the exceptions are, unfortunately, still quite present and evident.

But to get back to my subject, I want to attempt to portray to you the contrast between industrial working conditions which existed shortly after the turn of the century and those conditions which now prevail in most of our industrial institutions. In order to portray this, I must indulge in a bit of reminiscing. In the days of the 1900's, when I attended a small technical institute in Sault Sainte Marie on the boundary line between the Province of Ontario and the State of Michigan, I spent my summer vacations as a so-called electrician's helper in a fairly large steel plant in that city. That plant was a wonderful example of perfectly horrible industrial relations, or a lack of the humanities in business. Sixty-hour work weeks consisted of eleven-hour day shifts and thirteen-hour night shifts, with

a full twenty-four hour swing shift every other week. The result of these long working hours for employees was a serious deterioration in the health of the employees caused by unnecessary and undue fatigue. I myself used to go home at night so completely tired out that it was not possible for me to indulge in any kind of youthful pastime.


Sanitation facilities were similarly horrible and inadequate and, for example, it was only by a miracle that a worker could escape disease when he or she used the toilet and washroom facilities that the company provided at that time. Plant hospitalization and even adequate first aid did not exist. In case of accident—and I might add that these accidents were frequent in a steel plant—horses and buggies were summoned from the nearest livery stable to transport the injured and sick to the local hospital. Safety committees were completely unknown, so that employees were exposed to hazardous occupations with a resultant high accident rate and death rate. A year or so ago, after a lapse of some 25 or 30 years, I took the opportunity of revisiting that plant, and I was not only pleased but amazed to see the great change that had taken place in the



facilities that the company provided for the welfare of its workers.

In the first place, it had adequate first aid facilities within the plant itself, toilet facilities were completely up-to-date and sanitary, and working hours had been reduced to three eight-hour shifts. Still more than that, the company

(Continued on Page 25)



***if it weren't
for scales...***

Think of the confusion!
Commerce would be baffling . . . like working blindfolded.
How to barter the world's goods? How to establish the proper
ratio for product ingredients? How to facilitate shipping?
It's important to choose scales carefully. Fairbanks-Morse
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ATTITUDES and Attitude Surveys

By RICHARD M. McKEON, S. J.,
Director of the Le Moyne College
School of Industrial Relations
Syracuse, New York

LIVE and learn. This old adage has been most faithfully followed by industrialists in regard to problems of production and distribution. They have explored scientific and technological fields. But only in recent years have they come to realize that their workers are the most important factor in business. What does the worker think of his company? Has he a loyalty to it and its products?

It is a strange fact that many companies with fine personnel departments nevertheless do not enjoy the loyalty of their workers and corresponding cooperation. On the other hand, companies which have paid little attention to formal personnel administration have long records of industrial peace and profitable production. Accordingly today there are many studies centering around the attitude of the worker. This is evident in the attitude surveys conducted in larger companies by such outside agencies as the Opinion Research Corporation, Princeton, N. J.

What is an attitude? What is an attitude survey? These questions we shall answer in turn. The dictionary tells us that an attitude is a state of mind, behavior or conduct regarding some matter as indicating opinion or purpose. It may be consciously or unconsciously expressed.

We are indebted to a special letter issued in October, 1951, by the Massachusetts Institute of Technology for some very interesting observations on attitudes. May our

loyalties shape our attitudes? The answer was the story of a traffic jam on Fifth Avenue which caused a truck to bump into the car ahead. The officer went back to the truck and, book in hand, addressed the driver, "And who might you be, and where might you be from?" To which the driver replied, "I am Patrick O'Flaherty and I come from County Cork." Whereupon the officer turned and walked up to the driver of the car ahead and cried out, "And why, in the name of heaven, should you back your car into the man behind you?"

May our attitudes be affected by a change in viewpoint? In working out a new labor contract the president of a company and his staff had to sit down with the employees and union official. Before they entered the meeting room the president said, "Now, boys, remember that the goodwill of the man on the opposite side of the table is more important to our stockholders than the goodwill of our most important customer."

Now if all of us would examine our attitudes, their origin and nature, we would profit by a sincere appreciation of the facts discovered. We could easily examine our conscience in regard to our treatment of the Negro, our political allegiance, our tastes in entertainment and friends. In the field of industrial relations we examine our attitudes in regard to those with whom we work, for whom we work, and why we do so. If all the employees are willing so to express

themselves, they are ready for an attitude survey.

What is an attitude survey? At a conference of the National Industrial Conference Board held March 18, 1948, excellent information was given on this subject. The chairman, Forrest H. Kirkpatrick, started the discussion by saying, "Attitude surveys are intended to furnish management with a more adequate picture of the state of morale in their organizations and thus to provide them with a measure of their success or failure as management men, especially in personnel matters. At the same time, it is hoped that they may help to reveal special areas where there are unsatisfactory feelings and sources of irritation which might call for remedial action.

"Attitude surveys also tend to relieve tensions by letting workers unburden themselves, to improve morale by showing that management is really interested in its employees and to give management concrete case material for use in instructing and implementing the work of supervisors."

Other remarks were: "It is an audit of employee opinion, an attempt to determine people's opinion concerning actions which vitally affect them." "It is also a question of employee feelings." "It is definitely a check-up on the management, and not on the employees."

To be effective two things are absolutely necessary or the survey

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A FEW Billion Dollars - Plus

By B. F. EGGERT

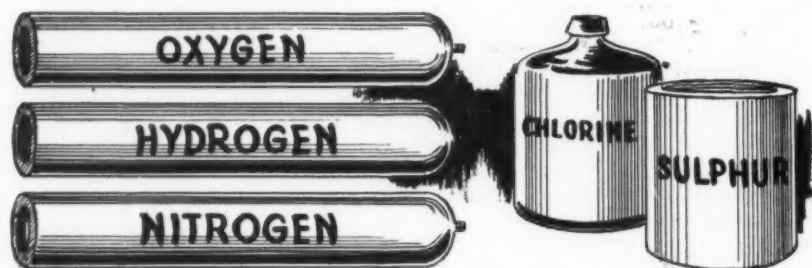
MONEY is representative of materialistic wealth and the world has a relatively new source of riches that most of us are taking for granted. A country is often said to possess great potential wealth if it has abundant natural resources. And yet man is increasingly able to take the natural resources most abundantly available to him and create a man-made resource often more valuable than many of the so-called natural resources. Most of us are taking one group of resources for granted, thinking of them as "old stuff." "Plastics" is the name popularly used to include this group of materials comprising

Production has increased 500% in the last 10 years with a rapid acceleration rate. These statistics give one the impression that the industry is very much in its infancy and that potential uses for plastics materials have only begun. Engineers and executives who have not investigated the potential uses of plastics in their manufactured products have thus far "missed the boat."

Plastics today rank with the few billion dollar industries in the U. S. The variety of properties, processes, equipment and products used is little short of incredible. Growth has been so rapid that public



defense requirements, plastics demonstrated their versatility and proved their high tensile and impact strength, lightness, resistance to corrosion, low moisture absorption, resistance to salt water and chemicals, transparency, adaptability to climatic conditions with retention of flexibility, and mass production producibility. Plastics play a vital functional role in shells, rockets, radar equipment, assault boats, life rafts, airplanes, communication equipment, medical kits, etc. The rapid expansion of civilian plastics products is indicative of the material's ability to pro-

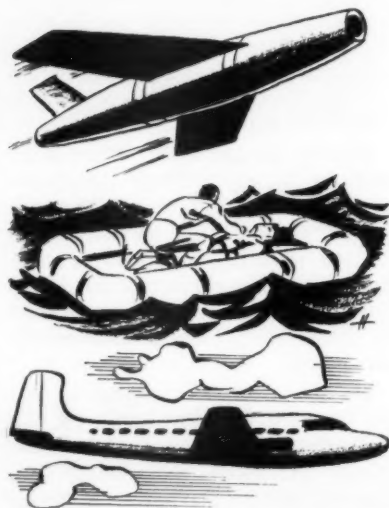


a large family of basic resource materials.

Plastic materials are made from basic organic materials such as oxygen, hydrogen, nitrogen, chlorine and sulfur. The plastics industry has made tremendous inroads into competition with products made from such basic materials as wood, metal and cloth. This has been done on a commercial basis in an amazingly short period of time. Although the first commercial plastic, cellulose nitrate, was created in 1868 by John Wesley Hyatt working in the U. S., commercial development really started moving in 1937.

awareness of the sources of information on plastics, their characteristics and proper use has not kept abreast of the businessman or student. However, many articles have been written and are in the process of being written. Information for this article was gathered in large measure from the 5th edition of an informative booklet entitled "Plastics, The Story of an Industry," published by the Society of the Plastics Industry, Inc.

Colleges and trade schools are increasing the number of specialized plastic courses offered and World War II gave great impetus to the plastics industry. In meeting



duce equally good products at lower cost, better products at the same cost and entirely new products.

Hundreds of millions of dollars are being spent to enlarge the production capacity of plastics plants. The U. S. Government is vitally interested in expansion. Much of the demand will depend upon shortages in the metal and wood industries.

The industry that produces plastics is comprised of: the "materials manufacturer" of which there are approximately 52 companies in the



U. S., the "processor" of which there are about 1760, the "fabricator and finisher" of which the Society of the Plastics Industry Inc. estimates there are 3000. This figure may be correct in consideration of prime plastics manufacturers; however, a great many industries take the processor's ready-to-use plastics materials and fabricate component products to be used in manufacturing their own end-products.

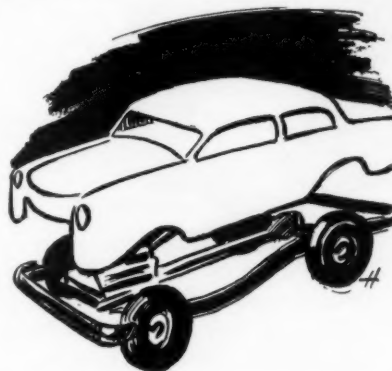
The Aircraft Industry stands as an excellent example of an industry not directly related to the plastics industry and yet depending increasingly upon their own plastics production and plastics die shops.

A full treatment of the plastic industry and its ramifications could not be set down in writing before some new development on

usage would require further writing. Therefore any technical discussion has been eliminated from this article. A few of the basic usages and developments in plastics are listed as a matter of interest.

Aside from the range of plastics uses attributed to special properties, these materials achieve greater variety through the forms in which they are produced. They may be made into: flexible film and sheeting, familiar as shower curtains and upholstery; sheets, rods, and tubes shaped into neon signs and airplane blisters; filaments for use in household screening, industrial strainers and sieves; coatings on textiles and paper; binders for materials such as fibers of glass and sheets of paper, wood and metal to form boat hulls, airplane wing tips and radar noses, and table tops. They may also be used as adhesives in lacquers and paints, etc.

Everyone is aware that plastic products exist all around us and are here to stay. The surprising thing is in developments far removed from the "gadget" class. Much talk of plastic bodies for automobiles has been circulating. One of the bottlenecks in this field is in the space and time required for curing operations. However, in aircraft manufacture, where production is not so great, plastic parts are replacing metal parts by leaps



and bounds. The Comet Jet Airliner owes part of its strength to metal bonding, a new plastics development. Aircraft engineers are now designing stressed aircraft

parts from plastics, and strength-weight characteristics are such that a remote possibility exists that an entire airframe could be built of plastics. The Royal Aircraft establishment produced an experimental delta wing entirely of "phenolic" asbestos structure.

Plastic boat developments have produced a strong and light product which resists weathering better than wood or metal. These features are also valuable in producing underground pipe and wire in-



sulation. In the fall of 1952 the transatlantic cable was replaced for 12,000 miles with cable using Telcothene plastic insulation. Such developments as gaskets and seals which resist temperatures from minus 120°F to plus 500°F, and laminates that have deicing, demisting and bullet proof characteristics indicate tremendous possibilities in future developments and applications of plastics. The Lockheed Aircraft Corporation in California discovered that a plastic laminate shield could stop "almost anything" and could be used for protection of people working on hazardous machinery.

New and profitable applications of plastics are just around the corner and the 2,600,000,000 lbs. of plastics materials used in 1952 may be only a drop in a very large bucket yet to be filled. For many products to be produced in the near future, manufacturers will probably be dipping into the plastic bucket with a large dipper.

Double Play!



"Short to second to first — double play!"

That's *teamwork*. That's what spells the difference between a pennant winner and a runner-up.

It's not enough just to stop the ball. The best fielder in the world is no good unless he can *get the ball to the other fellow* — and *in time*.

In baseball or in business, what carries men and organizations onward to success is the spirit of men working together.

Under the American system, companies compete for business just as ball clubs do for a pennant.

Each company has its management team. *You're on one.*

How will your company come out in the race?

Well — how good is your *teamwork*?



Foremanship Foundation, Inc.

DAYTON, OHIO



A non-profit organization
supported by companies who
believe that America's Foremen
help steer America's future.



Washington Report

for SUPERVISORS

By HAROLD A. ARBEEN

A business man, contrary to general belief, can get a fair shake on Capitol Hill. But he must be endowed with fortitude and patience and have a firm conviction that his cause is just.

This was demonstrated here recently when Jess M. Ritchie, the California manufacturer, gained a complete victory in his long tilt with bureaucracy in the celebrated case of battery additive AD-X2.

Ritchie's single-handed fight against red tape and apparent government indifference to a small business man's plight stemmed from an early arbitrary ruling of the National Bureau of Standards that all solutions claiming to rejuvenate or prolong the lives of batteries are useless.

Ritchie had different ideas about AD-X2 and a "wagon load of independent tests" to support his claims. But the bureau persisted in putting Ritchie's product in the same category as others which it had tested. Ritchie contended the bureau's tests of the material had not been conducted properly.

As a result of a revised bureau circular condemning AD-X2, the Post Office department issued a fraud order against Pioneer, Inc., Ritchie's Oakland firm. It was at this point Ritchie decided to come to Washington to begin his long fight.

He and his wife, who also is his secretary, flew here and set up battle headquarters. He brought with him files containing scientific testimony and scores of letters from satisfied users indicating AD-X2 was all he said it was. Then he began pounding on doors.

Pretty soon Ritchie and his innocent-appearing white powder kicked up a hassel that reverberated through the halls of Congress. Everybody got into the act. Party

politics were brushed aside and representatives of both parties worked together tirelessly to see that Ritchie and his little company got a square deal.

Finally, the Senate Small Business Committee turned a spotlight on the case and Ritchie became not only a nationally-known figure, but a symbol of what a determined small business man can do.

As a result of the case, Sinclair Weeks, secretary of commerce, fired Dr. Allen V. Astin, bureau director and a fellow Republican. Also, in a statement before the committee, Weeks expressed a belief that the bureau, which is under his over-all jurisdiction, was in the wrong.

After more red tape, the Post Office Department dropped its fraud charges, giving Ritchie and AD-X2 a clean bill of health.

I sat in on the last chapter of the story of AD-X2. Ritchie called what he said was his first and last press conference. The meeting attracted a room full of reporters who had been following the case for more than a year. It was held the day after the fraud order was lifted.

"For the first time we have no government opposition to AD-X2,"

If you have a special question regarding Washington legislation as it affects free enterprise, the management profession or you as an individual member of management, please address it to Mr. Arbeen, MANAGE Magazine, 1001 National Press Building, Washington 4, D. C.

said Ritchie. "Now I can quit talking and go home and work. We can spend the time and money getting AD-X2 to the people instead of fighting government bureaus. I plan to pour AD-X2 into every battery in the United States.

"A small business man can get justice from the government if he has intestinal fortitude and is obstinate enough. There are many more fine people in government than there are stinkers. There are a good many units set up in Washington to aid small business and a lot of people in them who have the small business man's interests at heart."

In what obviously was an after thought as the conference was breaking up, Ritchie remarked:

"I am writing a book, AD-X2, *Small Business Versus Bureaucracy*. I will now have a last chapter to write—final victory over bureaucracy and red tape."

An ironical, though irrelevant, post script to this story is the home address of Dr. Astin in nearby Bethesda, Md. He lives on Battery Lane.

A House subcommittee, digging into personnel affairs of the Veterans Administration, discovered to its amazement that of 400 staff dentists, 121 of them don't work on teeth. They just do paper work. This will not come as a surprise to former service men. Also, the committee found that in at least one V. A. hospital there were twice as many employees as patients.

I don't know what this has to do with foremen or foreladies, but the Census Bureau reports there is one birth in the United States every eight seconds, one death every 21 seconds, one immigrant every two minutes, and one emigrant every 17 minutes. When these statistics are sorted out this means there is

(Continued on Page 34)

"It is impossible for that man to despair who remembers that his Helper is omnipotent."
Jeremy Taylor

"When You Walk Through the Storm..."

By WILLIAM LEVY

EVERY person that you meet in your lifetime has experienced some degree of adversity, sadness or tragedy. Perhaps it's the man who received word that his only son was killed in Korea. Or maybe it's the friend who has learned that he had an incurable cancer. In any event there is a lesson to be learned by anyone who feels that the darkness of his despair overshadows everything in life and keeps asking why, oh why did this happen to me?

I don't know why this statement has stuck with me for a number of years but it illustrates at least in part what I want to say. "Sorrows are our best educators. A man can see further through a tear than a telescope." Rarely is there an instance of adversity which does not in the end make for some good. In the mad pursuit of our day-to-day worldly achievements, we seldom pause to reflect on the great power of the Infinite and our partnership with that Power. When tragedy strikes we reflect and a calm serenity settles over us as we realize that "When you walk through the storm, keep your chin up high—because you never walk alone."

TWO PLUS TWO EQUALS FOUR

A discussion was going on between Albert Einstein and a group of nuclear physicists regarding all of the complicated equations and formulae which were necessary in order to learn about atomic energy. Someone asked, "What would happen to civilization if we lost all of our mathematical formulae?" Einstein's reply was classic. "We can forget all of the mathematics developed through civilization as long as we remember that *two plus two equals four*. We can always build anew the necessary mathematical

formulae providing we don't forget this basic fundamental truth.

Sometime ago, in reading one of our newspapers, a very brief article caught my eye and made quite an impression on me. It appeared in a column headed "Three Minutes a Day" by James Keller. Here is what he had to say:

A mechanic was called in to repair the mechanism of a giant telescope. During the noon hour the chief astronomer came upon this man reading the Bible. "What good do you expect from that?" he asked. "The Bible is out of date. Why, you don't even know who wrote it."

The mechanic was puzzled for a moment. Then he looked up. "Don't you make considerable use of the multiplication tables in your calculations?"

"Yes, of course," returned the other.

"Do you know who wrote them?"

"Why, I guess I don't."

"Then," said the mechanic, "how can you trust the multiplication tables when you don't know who wrote them?"

"I trust them because they work, of course," the astronomer explained testily.

"Well, I trust the Bible for the same reason. It works."

The Bible works because it is the truth. And the truth works because God is its Creator. Since God is in the last analysis the Author of the Bible and since He is the Creator of the world, the principles of the Bible and those of human life must agree. God cannot contradict Himself. He could not author a book that did not "work."

"You shall know the truth, and the truth shall make you free." (John 8:32)

I BELIEVE

I'm sure all of you have enjoyed as I have that great popular musical selection, "I Believe." The words are magnificent and eloquently express a great Truth. Just to refresh your memory, I'll repeat them here.

I Believe for ev'ry drop of rain that falls

a flower grows.

I Believe that somewhere in the darkest night

a candle glows.

I Believe for ev'ryone who goes astray, someone

will come to show the way.

I Believe, I Believe.

I Believe above the storm the smallest pray'r

will still be heard.

I Believe that someone in the great somewhere

hears ev'ry word.

Ev'ry time I hear a new-born baby cry,

or touch a leaf, or see the sky,

Then I know why I Believe!

Now I can speak only as a layman, not a minister. I have all the frailties, weaknesses and faults that are present in many an average management man. I like to smoke, drink, play cards, watch television and scheme to get out of work around the house. But there is one thing in which I have absolute confidence. There is a tremendous source of power and energy which any of us can tap to make possible almost anything worthwhile. As stated by Phillips Brooks, "A prayer in its simplest definition is merely a wish turned God-ward." Why not try this simple prayer offered by Mason Roberts at one of our seminars, "O Lord, make me more helpful, more useful, more lovable."



WHO GETS HOW MUCH FOR PRODUCING SHOES IN AMERICA?

I

EVERYTHING we buy represents four basic costs:
1) the cost of the natural resources used up, 2) the cost of the human energy used up, 3) the cost of taxes, and 4) the cost of using and wearing out the tools of production and exchange.

Although in the case of shoes the natural resource is mostly leather, there are also thousands of other things that a shoe company must buy outside, so instead of calling the first cost "leather," let's call it "Goods and Services Bought from Others."

With this change, we can proceed to list the costs that made up the manufacturer's price of a pair of shoes in 1952.

II

A LONG with these "functional" descriptions of the costs, we will put the words usually used in connection with them.

To keep the arithmetic simple, we will analyze a single dollar, instead of billions of dollars.

Here is what shoes cost in America:

COST OF GOODS AND SERVICES BOUGHT FROM OTHERS47 $\frac{3}{10}$
COST OF HUMAN ENERGY (Payroll, Pensions, etc.)40
COST OF GOVERNMENT (Taxes, Fees, etc.)06 $\frac{1}{10}$
COST OF TOOLS WEARING OUT (Depreciation, etc.)02 $\frac{1}{10}$
COST OF USING TOOLS (Profit, Dividends, etc.)04 $\frac{2}{10}$
TOTAL COST	\$1.00

III

THE first thing that strikes many people when they see this kind of a breakdown is the fact that manufacturers do not have the power to set their own prices.

This, of course, is not true of every small item, but it is true enough to be considered a principle.

In the case of taxes and depreciation, the costs are obviously determined by factors beyond the manufacturers' control.

In the other costs, there can be some flexibility.

But in America almost every transaction resulting in a cost is based on *willingness*.

The manufacturer had to pay enough for the outside goods and services to make the suppliers *willing* to sell them.

He had to pay his employees enough to make them *willing* to work for him.

He had to pay his stockholders enough to make them *willing* to leave their savings in the business.

And he had to find customers who were *willing and able* to buy the finished shoes for enough money to cover the costs.

This places a heavy burden of salesmanship and persuasion on management, but we think that's as it should be; it is one of the fundamentals of the land of miracles we call America.

CLUB CHRONICLE

VOL. 2 NO. 2

A Monthly Newspaper for Pan American Management Clubs

MANAGEMENT

THE

STRATO-WRITER

B-TULSA

NATIONAL

Pipe Line

PUBLISHED MONTHLY BY MEMBERS OF NATIONAL WORKS MANAGEMENT

ST. REGIS

FIBRES

THE

PECCO POST

Sangamo

LEADER

LET'S GO TO

"GOOD management begins with good communications" is a slogan being put into practice by about 60 NAF-affiliated management clubs across the nation who have initiated club periodicals to keep their membership informed on club activities and company activities.

As a result of a recent survey conducted by MANAGE we have tabulated some of the facts and figures reported by 40 of these publications to determine to what extent the NAF clubs have gone into the publishing business.

The total circulation figures of those publications reporting show that almost half of the membership of The National Association of Foremen receive some sort of club publication. And the number of new magazines has been rapidly rising—15 of the 40 reporting are less than one year old. These publications range in size from 40 to 2,900 circulation.

All of these NAF club publications are monthlies with the exception of one quarterly and one semi-monthly. Several of the editors reported that their publications were discontinued during the summer vacation months of June, July, and August.

Nearly all of the publications are printed by inexpensive processes such as ditto, offset, lithograph, stencil, multilith, multigraph or mimeograph. Only 3 are printed by letterpress.

When asked about their yearly expenses, the editors reflected this use of inexpensive printing processes. The total cost of all 40 publications for a one-year period is only about \$12,000, with expenses ranging from \$40 for the cheapest to \$3,900 for the most expensive. None of the NAF club publications are self-supporting through such means as advertising, subscriptions, etc. Twelve did report, however, that their papers were company supported rather than club supported.

When asked about mailing of these publications, the editors were pretty evenly split on which is the better

PRATT & LETCHWORTH

BULLETIN

"THE SHOW WINDOW" Association of Foremen
FOREMEN'S CLUB

Management Club BULLETIN

TO PRESS

method of distribution to insure readership, mailing to the homes or through in-plant mail.

We were also interested in some facts about the editors themselves, how much time they put into this extra work and what their full-time positions were. Their answers to the question about time needed for preparing an issue ranged from 4 hours to 80 hours with the average editor devoting about 20 hours to an issue. It was interesting to note that of the editors answering the survey, only 10 were what you might call professional editors, that is, men whose regular jobs are in the fields of industrial journalism, public relations, advertising, etc. Most of the club editors are average NAF members—foremen, supervisors or assistants in departments far removed from the journalistic profession.

We were especially interested in the answers to the question, "What, in your opinion, is the most important function accomplished by your publication?" Herein lies the success or failure of the club publication as a means of communication between the members of management. The answers given by the forty editors show without a doubt that these publications are doing their job. They reported such functions as communicating news of both their own club and that of the NAF. Many pointed out that such publications are a positive force in increasing club attendance and interest in club activities. Another important function reported in almost all instances of shop clubs was that of keeping the supervision of a company together. Another purpose, which is also one of the most important purposes of the NAF, is that of education. Club publications report on their particular field of business as well as general educational material. Last but not least of the functions of any such club publication is that of producing goodwill and high morale among the membership of the club. Without this intangible contribution no such endeavor can succeed.

SPANG - CHALFANT

SUPERVISORS' ASSOCIATION

AMBRIDGE

RATH MANAGEMENT
CLUB NEWS

Aero-Gram
Convair

e 2, No. 6

MANAGEMENT

NEWSLETTER

★★ OF GEORGIA



SYRACUSE MANAGEMENT CLUB

Management Club News

tion of Foremen
MEN'S CLUB OF WORTHINGTON BUFFALO WORKS, INC.

AMERICAN AVIATION, INC. MANAGEMENT CLUB

Management on Review



RING THAT DINNER BELL!—These Oliver Cleveland Management Club members are all ready to dive into this salmon sent back from vacation by Club President "Scotty Kirk."



BUFFALO FOREMEN CONVENE—Pictured above are the participants in Annual Buffalo Area Conference held recently at the Hotel Statler.

PAA CLUB SPONSORS ADULT EDUCATION

Miami, Florida—An adult education program enabling Pan American World Airways employees to continue their formal education through the University of Miami's Evening Division classes at a 35% reduction in tuition rates is being sponsored by the PAA Management Club in cooperation with the University.

The program is applicable to all academic courses offered in the Evening Division—including those of the Law and Graduate Schools—and any degree or certificate available through the night courses can be obtained by PAA personnel participating.

Special certificates are available in Aviation Administration (basic and advanced), Spanish and Management. The tuition reduction is not applicable to daytime, hobby or non-credit courses.

It is not necessary to be a member of the management club to participate in this program. All PAA employees are eligible. The principal purpose of the program is to encourage PAA personnel to continue their formal education.

Persons receiving degrees or certificates will get company recognition in the form of a special certificate in their personnel file, with a special copy going to their department supervisor.

The management club will provide guests lecturers from its ranks to address various classes in Management and Aviation Administration and to provide students with a preview of problems encountered in the practical application of knowledge acquired in the classroom.



MISS ELOUISE BELL, a recent graduate of Amphitheater High School, Tucson, Ariz., is shown receiving from Svend Pedersen, chairman of the publicity and awards committee, a certificate as winner of the First Hughes Tucson Management Club Scholarship Award.

REPORT FROM THE FIELD

Cleveland, Ohio—Oliver Management Club members at last year's Tractor Fair had the opportunity to "look into the future" and were shown the different new projects and models being developed in Oliver's engineering research division. This year at a recent meeting they had a "proof of the pudding" report from the sales department giving the lowdown on the performance of these new models in the field during the past year. This type of management meeting is in line with Oliver's policy of keeping its members of management fully informed on all phases of its operation.



E. O. SEITS, NAF president, congratulates Mike Demshar, president of the Inland Management Club, following the installation of new club officers by Seits.

MANAGE October 1953

NAF in Action

Management Club of Scully-Jones and Company, Chicago, recently played host to a group of representatives of machine tool builders from the northern Illinois area.

* * *

William DeHaven, NAF Zone I vice president, recently presented the Bagley & Sewall Foremen's Club of Watertown, New York, with their charter and installed the following officers: William H. Dasno, president; Clarence H. Galloway, vice president; Stephen A. Janack, secretary, and Richard Walts, treasurer.

* * *

The following new officers of the Solar Management Club were recently installed in San Diego, California: Howard V. Shieler, president; B. G. Bailey, vice president; Tipton Wood, secretary, and Weir Elliott, treasurer.

* * *

The Spang Chalfant Supervisor's Clubs of Etna and Ambridge recently competed in their annual mushball game vieing for the "Bremmer" trophy. The game highlighted the joint club picnic.

* * *

As winner of the C.B.F. Management Club "Man-of-the-Year" award, Albert Proudley received a trip to a recent Management Unity Seminar in Dayton.

* * *

The welfare committee of the Grayson Administrative Conference of Lynwood, California, recently donated a wheel chair to the wife of Dick Carter, who is afflicted with multiple sclerosis.

* * *

Don Lovell has received the \$100 savings bond award of the Lockheed Management Club of Georgia for the design of the club banner. Also recently presented was the "Man-of-the-Month" award to Bob Sawyer and the "Booster-of-the-Month" award to Frank P. West.

* * *

A proud record has been set by the Truax-Traer Management Club of Kayford, West Virginia, in the two years of its existence. To date they have an 80% attendance record for all meetings.

* * *

Newly elected officers of the Briggs Management Club of Detroit, Michigan, are: Jim Stewart, president; C. F. Anderson, vice president; Walter Cole, treasurer, and Tom Hayes, secretary.



JOINS NAF AS ASSISTANT EXECUTIVE VICE PRESIDENT—Robert E. Layman, a banking and newspaper chain executive from Lexington, Ky., joined the NAF as assistant to Dr. James E. Bathurst on September 1. He formerly was vice president of the Central Bank of Lexington, vice president of the Kentucky Finance Co., and secretary-treasurer of Holliday Publications, a chain of seven weekly Kentucky newspapers. From 1946 until 1947, Mr. Layman was an area manager for the NAF. In announcing the appointment, Dr. Bathurst said the new official "is one of the truly outstanding young business executives of the United States. He talks the language of the shop foreman and the corporation board chairman. Bob Layman will do a great job for the NAF."



RICHARD C. THOMAS, president of the Oliver Management Club of York, accepts the gavel of authority from Fred Reid, NAF director. Others pictured between Reid and Thomas are W. George Schultz, treasurer, and Leonard L. Siscoe, club director.



FOR THE FIRST TIME IN 28 YEARS the NAF has advertised to the general public through this new neon sign before the national headquarters in Dayton. Shown is NAF Executive Vice President J. E. Bathurst. The clubs who banned to purchase this sign for the home office include the Pittsburgh Screw & Bolt Foremen's Club, Birmingham Slog Supervisor's Club, Viscose Management Club of Nitro, Chicago Dixie Cup Management Club, Buffalo NAF Officers Club, the Dravo Supervisor's Club and the Tulsa Management Club.



LOCKHEED-CONVAIR BOWLING TROPHIES—Lockheed Management Club of Burbank, Calif., and Convaair Management Club of Fort Worth, Texas, now have their own annual bowling tournament. During the July meeting of the NAF Executive Committee in Dayton, Wes Magnuson, representing Convaair, received the winners trophies from Bill Meek, representing Lockheed. Above, Gordon R. Parkinson, NAF zone B vice president, left, hands Meek the individual high-scorer trophy, which Meek passed on to Magnuson. Jackie Hermann, right, assistant editor of *MANAGE*, hands first place team trophy to Magnuson.



SWIMMING, GAMES, SOCIAL ACTIVITY, PROFESSIONAL ENTERTAINMENT AND CHOW marked the meeting of the Maytag Management Club which is annually held at the home of Fred Maytag, company president. Charter members of the club are shown serving the food.

New Books Available In NAF Traveling Library

Since our Book Guide was issued, we have secured a number of new books on various subjects of interest to management men. Rather than wait until another Book Guide is printed, we are listing them in *MANAGE* Magazine and suggest that you clip out this list and order the book from the library tomorrow.

The procedure is very simple. You merely ask for the book by catalogue number by mailing a postcard or letter to NAF, 321 West First Street, Dayton 2, Ohio. The book will be sent to your home. You may keep it for 60 days at no charge, then place it back in the container in which it came and send it back to our Home Office.

AMERICA'S TWELVE MASTER SALESMEN—Harry J. White, 1952—A-363

Excellence in salesmanship has contributed preponderantly to the success of the twelve distinguished persons who in this volume describe the techniques exercised in their rise to fame and fortune. Selected from dissimilar areas, the diversity of interest has a common denominator in effective achievement—a fine art of Selling.

OPEN THE MIND AND CLOSE THE SALE—John M. Wilson, 1953—A-370

Every salesman interested in boosting his sales volume should be a creative salesman, one who can go in and create business where mere "order taking" would fail. Now with the sure-fire techniques and logical approach set forth in this book, your personal and company sales program can be made to yield increased profits.

THE KNACK OF USING YOUR SUBCONSCIOUS MIND—John K. Williams, 1952—A-371

This is an intensely practical book on the creative use of the subconscious mind in our work and our daily living. It is written by a layman, in a layman's language rather than in textbook terminology.

THREE WEEKS TO A BETTER MEMORY—Brendan Byrne, 1951—A-372

"The face is familiar. I know him, but I can't remember his name." How often have you found yourself in this desperate position and in sheer panic have tried to gloss over an embarrassing failure in your memory?

REACHING OUT IN MANAGEMENT—William B. Given, Jr., 1953—B-373

This excellent new book by Mr. Given, who is chairman of the board of American Brake Shoe Company and

(Continued on Page 25)

MANAGE October 1953

Genial Frank Irelan, general manager of the Delco Products division of General Motors in Dayton, has been called "the foreman's executive" as often as his pet nickname of "Irish." Once a year he invites his plant's entire management team out to his farm to "talk shop-lingo" and enjoy a

DELCO ALL-MANAGEMENT PICNIC

By Brainard Platt

ALL work and no play will make Jack a dull boy. And that goes for foremen, too.

And just to make sure that it doesn't have any dull foremen, Delco Products division of General Motors in Dayton, O., provides one day of play.

The company pulls all stops, going all out one day each year to put on a party the men will remember and anticipate from year to year.

And the party gives the veteran members of management an opportunity to welcome into their ranks the men just promoted to management stature.

Management men from all departments in the plant get together, with foremen meeting department heads and managers on an informal, first-name basis.

And Frank Irelan, general manager, feels the sum total of the party is a much happier "one big family" atmosphere around the plant.

The Delco picnics for management men were started 16 years ago, but Mr. Irelan, who likes to have the men call him "Frank" or "Irish," moved the affair to his own farm three years ago.

They attend by personal invitation from this jovial, shirt-sleeved boss of theirs, and they shed all of their inhibitions at the gate.

This year, for example, each man was presented with a funny hat, an envelope with tickets good for various door prizes, and two dollars with which to purchase chances on skill games set up on the grounds.

There was an abundance of watermelon, free drinks, hot roasting-ears of corn available without charge, and the games included golf, pitching contests and horse races.

For everyone, with the possible exception of the 62 "neophytes" (new foremen), it was all one big

day of slacks and sport shirts.

The neophytes all wore baby bonnets, carried large all-day suckers and performed a number of pranks required by the full fledged members of management.

Their part in the program ended near dusk, when they had to salaam to a sign reading "Customer, Our Boss," and "Grow to full management" as water was sprinkled onto their bowed heads.

And lest their thoughts stray too far from their jobs, the grounds were dotted with thought-provoking signs which read:

"How much did you lose this year in the game called attendance?"

"Good employee practices. Attend regularly, fight scrap, hold down expenses, turn out a good product."

"Who is your boss at Delco? The answer: The customer! When he fires you, you stay fired. No union gets you a job with this boss."

Mr. Irelan explains that the party is given each year "as a reward for a good job and to compensate the men for the work they do each year on the annual outing

for the employees and their families."

That may be so, but Louis Kohr, a retired foreman who recalls the first picnic in 1913, only knows "they get better each year."

"We actually learn a lot at these outings," he said. "They build up our morale and enthusiasm for the job. It really helps to get to meet and know better the men with whom we work."

William H. Cory, another foreman, feels that just being able to stand around and talk informally with the company executives increases his appreciation for Delco.

Emerson Studebaker, a "neophyte," said he heard a lot of talk about the picnic and "has been looking forward to this day. It is living up to my expectations."

To the casual observer, everyone seemed to be having a good, uninhibited time, attacking the booths and games with enthusiasm that refused to be dampened even by the heavy storm that hit just as dinner was to be served outdoors.

One thing is certain, there were no dull foremen among the more than 600 at Irelan's farm that day.



"Delco Doings" Photo

"NEOPHYTE" FOREMEN wore baby bonnets, carried all-day suckers and performed a number of pranks as their initiation into the ranks of Delco management.

INDUSTRY SPOTLIGHT

The purchase from Seating, incorporated, Minneapolis, of all patents and manufacturing rights to the Sico Portable Steel Bleacher has been announced by H. P. Albrecht, president of Waco Manufacturing company, national manufacturer of steel scaffolding equipment with headquarters in St. Louis Park, Minnesota. Seating sold the bleacher rights in order to concentrate on production of industrial, school and domestic tables. Waco will establish a separate organization—Sico Grandstands, incorporated—to merchandise the bleachers.

* * *

"No man should be fired because he is an alcoholic," Dr. George H. Gehrmann, medical director for the DuPont company, said recently. "If an alcoholic wants to stop he should be given a real chance. He can be helped and is worth helping. When an alcoholic stops drinking he is somebody. He is a man of character and intelligence."

* * *

In an all-out effort to do its part in promoting safety on the nation's highways, especially on weekends and holidays, The Timken Roller Bearing Co. has curtailed all inbound and outbound truck traffic between its various plants, to customers, and from suppliers, between midnight, Friday, and midnight, Sunday.

* * *

Rollo F. Asmussen, Elmer L. Harrison and Robert C. Geffs, Clary Multiplier corporation production executives, have been appointed to three newly created manufacturing posts according to Hugh L. Clary, president. Asmussen has become production manager for business machines and general manufacturing. Harrison is now production manager of the new tool and instrument division and Geffs has taken over the duties of production manager of ammunitions manufacturing.

* * *

A. V. Leslie, formerly vice president of Trans World Airlines, has returned to TWA as vice president-finance and treasurer, succeeding Erle Constable. Leslie was vice president of the Hughes Tool company prior to returning to TWA.

Hal O. Gummere, vice president and general manager, has announced two new appointments in the Buckeye Tools Corporation sales division. E. B. Meynard has been advanced to general sales manager, and R. V. Shaffer has been appointed field sales manager.

* * *

Election of Henry C. Buckingham as president of the Thor corporation, Chicago, was announced recently. Buckingham, formerly vice president in charge of plant operations, succeeds the late John R. Hurley.

* * *

The nation's atomic energy program has now reached the point at which broader participation by private industry would aid substantially in the harnessing of atomic energy for industrial and other non-defense purposes, Walter E. Kingston, general manager of Sylvania Electric Products' Atomic Energy division, recently told the Joint Congressional Committee on Atomic Energy.

* * *

Robert L. Purcell, vice president and treasurer of Nesco, incorporated, of Milwaukee, has been promoted to executive vice president. Martin Segal replaces Purcell as vice president and treasurer.

* * *

Seth S. Faison has been appointed manager of the insurance division of the American Management Association. He was formerly supervisor of employee services of the National Broadcasting company.

* * *

Revere Copper & Brass, incorporated, has announced the elections of James M. Kennedy as chairman of the board and chief executive officer and of Charles A. Macfie as president. Kennedy, formerly president, succeeds the late James R. Russell.

* * *

The International Resistance company, Philadelphia, has started construction of a plant located in Boone, Watauga County, North Carolina. Various types of power wire wound and precision resistors used extensively in radios, television sets, radar, special type fuses, electrical appliances and numerous other electronic and electrical devices will be produced in the new plant.

Harlow H. Curtice, president of General Motors, has announced an agreement by which General Motors will lease 1,500,000 square feet of the Kaiser Willow Run plant to re-establish production curtailed by the destruction by fire of GM's hydramatic plant at Livonia, Michigan.

* * *

Theodore H. Booth, recently appointed general manager of the bonded products and grain division of The Carborundum company, has been elected vice president by the board of directors of Carborundum.

* * *

The Clark Equipment company, Buchanan, Michigan, has established a \$2000 scholarship fund at the Illinois Institute of Technology for students majoring in materials handling. Known as the Eugene B. Clark scholarship in honor of the company's founder, the grant will cover tuition costs for the winner's last two years in school.

* * *

American Cyanamid company has announced the appointment of Clem W. Kohlman as advertising manager of its industrial chemicals division. He previously directed advertising and sales promotion for the textile resin department of American Cyanamid.

* * *

The board of directors of Dominion Brake Shoe company, a subsidiary of the American Brake Shoe company, has elected Thomas E. Akers as chairman, Kenneth T. Fawcett as president and Maynard B. Terry as vice president.

* * *

To facilitate company-wide expansion activities, Z. R. Meredith, noted accounting authority, has been named comptroller for the American Box company, Cleveland, Ohio, and subsidiary American Wood Products corporation, Marion, South Carolina.

* * *

Chase Aircraft company recently became a wholly-owned subsidiary of Willys Motors, incorporated, with the purchase of 51% interest of the company from Michael Stroukoff. The initial 49% stock interest was acquired from Henry J. Kaiser company at the time of the purchase of Willys-Overland assets by Kaiser Manufacturing corporation and the change of that company's name to Willys Motors earlier this year.

* * *

Increases as high as 50% in church attendance and collections since 1950 has been attributed to air conditioning, according to a recent survey reported in "Architectural Forum."



DECEMBER 7-11, 1953
 Management Unity Seminar
 Dayton, Ohio

JANUARY 21-23, 1954
 Board of Directors Meeting
 Louisville, Kentucky

FEBRUARY 1-5, 1954
 Management Unity Seminar
 Dayton, Ohio

APRIL 5-9, 1954
 Management Unity Seminar
 Dayton, Ohio

JUNE 7-11, 1954
 Management Unity Seminar
 Dayton, Ohio

AUGUST 9-13, 1954
 Management Unity Seminar
 Dayton, Ohio

SEPTEMBER 22-25, 1954
 31st Annual NAF Convention
 Cincinnati, Ohio

OCTOBER 10-14, 1954
 Management Unity Seminar
 Dayton, Ohio

DECEMBER 6-10, 1954
 Management Unity Seminar
 Dayton, Ohio

NAF BOOKS AVAILABLE

(Continued from Page 22)

author of "Bottom-Up Management," can be of great value to any man or woman who now has a management job or who hopes to have one.

THE ECONOMICS OF INDUSTRIAL MANAGEMENT—Walter Rautenstrauch and Raymond Villers, 1949—F-374

This book provides a new approach to the solution of that basic business problem: how can a businessman stay in business—how can he make profit. With a view to practical use in all situations, the book applies the science of industrial economics to industrial engineering and accounting.

THE HUMANITIES IN INDUSTRY

(Continued from Page 9)

provided more than adequate recreational facilities, with a playground, a baseball diamond, and even a hockey rink for use in the wintertime. I took the opportunity

MANAGE October 1953

Teamwork pays off!



In aviation, as in athletics, it's *teamwork* — as a result of skill plus training — that pays off. Prior to take-off, a highly trained crew is assembled for briefing — similar to final instructions or a pre-game meeting. At flight time the First Pilot takes over the controls with an able substitute at his side — the Co-pilot. Also on this team of specialists are the Navigator, Flight Engineer, Radioman, Purser, Stewardesses. On the sidelines, competent ground crews keep equipment in top shape and render invaluable assistance — such as radio contact and weather aids — to the personnel in the air.

And Pan American, the World's Most Experienced Airline, has been racking up flying records since 1927. It was the first airline to cross the North Atlantic and the Pacific Ocean . . . to fly to South Africa and to Australia . . . to operate double-decked airliners. Today, Pan American Clippers* can take you to 83 countries and colonies the world over.

For reservations, call your Travel Agent or the nearest Pan American office.

PAN AMERICAN

WORLD AIRWAYS

WORLD'S MOST EXPERIENCED AIRLINE

*T.M. REG., PAA, INC.



of talking to two or three of the employees during my visit. They all seemed to exude a certain amount of content and happiness which I know that they would not have felt during the days when I worked in that mill.

Another quite interesting fact is this: during those 1900's the steel plant that I talk about operated annually at a financial loss. During the past ten years, this has been one of the most profitable smaller steel producers on the continent.

Now, while I have taken a steel plant as my personal example of the transition between bad working conditions and excellent working conditions, it does not necessarily follow that all types of industry have undergone a similar metamorphosis. One finds comparable change, however, has taken place in the textile industry, in the garment industry, and in fact, in practically every industry that one can point his finger at in these

(Continued on Page 32)

BY JOE PENFOLD

All Outdoors

BIG game seasons are well under way in some states, shaping up fast in the others. California usually leads the pack with open deer seasons in some counties as early as August 7. Colorado came in early this year with an August special season for bow and arrow hunters. Wyoming and Montana have September seasons on deer and elk, Wyoming also on antelope, with nearly 50,000 permits to be issued this year. Wyoming is about the only state with a large enough antelope herd to issue permits to non-residents. A very high number of hunters are successful, which makes the antelope an increasing favorite among the West's big game species.

Speaking of bows and arrows, we've noted with enthusiasm that more and more states each year are setting up special seasons for the archer. Hunting with a bow puts a big premium on sound woodlore, hunting skill and patience. The hunter cannot reach way out to make his kill as with modern day high velocity, flat-trajectory cartridges. Most deer taken with the bow are well within a 50-yard distance. The typical regulations call for a bow pulling not less than 40 pounds and a broad head arrow point an inch wide.

The State of Maine has an archery season on deer from Oct. 5-19 and a new "gimmick" as well. The Commission will award to every hunter who takes a deer with bow and arrow an arm patch and membership in the Maine Bowhunters Club.

Colorado's first bighorn sheep season in 67 years came to a successful conclusion recently. Only 169 permits were issued. The lucky hunters receiving the permits (their names were drawn from the list of all who had applied) found that bighorn hunting is hard work. In September the sheep are high, at or above timberline, around 11,000 feet. The sheep have exceptional eyesight, so to stalk a big old ram is a slow, tough job. Even so 56 hunters were successful which is a high average.

We visited one of the camps at Summit Lake on Mount Evans. Situated at well over 12,000 feet with a stout blizzard in process and visibility about zero, it was pretty dismal. But the hunters were enjoying it thoroughly. Stout men!

GOOD TURN IN 1945

Next year will be Conservation Year for the Boy Scouts. Emphasis in the national Scout program will be on arousing public recognition of the need for adequate protection and wise management of our soil, water, mineral, forest, grassland and wildlife resources.

This is a big step ahead for conservation. The program merits your full support.

SEA LAMPREYS

The *Progressive Fish Culturist* reports: "The alarming decline of the lake trout fishery on the Great Lakes in recent years may be regarded as a direct result of the great destructive capacity and the great abundance of the sea lamprey.

"The destruction of which this predator is capable is indicated by the fact that sea lampreys which were held in laboratory aquaria for the Great Lakes Fishery Investigations of the U. S. Fish & Wildlife Service killed an average of 17 lbs. of fish during the parasitic phase of their existence. Further, in the Ocqueoc, just one of the rivers of the Huron basin 24,643 lampreys were counted as they passed a weir on the way to their spawning ground. It is estimated that this single run of lampreys must have destroyed about 419,000 pounds of fish. And there are at least 150 such spawning streams tributary to the United States waters of Lakes Huron and Michigan."

There's a tough problem and an important fish resource in dire jeopardy.

REMINDERS

If you're figuring on a big game hunt, don't put off to the last minute:

1. sighting in your rifle
2. checking your hunting boots for any needed repair or water-proofing
3. checking your tent for same
4. getting your other camping gear corralled

And while you're at it, don't just sight-in your rifle, do a little target practice. The eyes and trigger finger can get pretty rusty between seasons.

SURVIVAL

It's well to consider the possibility that you *might* get lost. It can happen to anyone. A sudden blinding snow storm can blot out familiar land marks. Clouds can hide the sun from you. If you are prepared and don't lose your head being lost need not be too tough an experience. It's good to have a compass and a map of the area you're hunting in. It's good to have a pretty fair idea of the drainages and where the streams flow. It's mighty nice to have a few emergency rations along with you. It's a must that you have matches in a water proof case of some sort.

MANAGE October 1953

We've assembled a little survival kit which we've tried out. It's very simple, but it could be the difference between disaster and getting out all in one piece. I don't like my pockets burdened down with lunch, ammunition, a length of rope, and a belt axe and hunting knife dragging on my belt. I carry a small knapsack. In it I keep a seven foot triangle of mountain cloth poplin for a shelter, a small belt axe, knife, hank of heavy nylon cord, extra socks, a one-quart pot in which are packed some powdered soup, coffee, some hard tack, a hunk of hard cheese. Spare ammo and matches, also a piece of candle that's mighty handy in starting a fire. Without the ammo, the whole deal weighs but six pounds, and most of that weight is stuff you'd have along anyhow. There's room enough in the sack of course to store extra sweater or shirt, as the day warms and you want to start peeling.

The little shelter makes a fine lean-to and with a brisk fire burning in front will keep you dry and comfortable even in below zero weather. Having the minimum for making something hot goes mighty nice in the stomach and also for peace of mind.

If any of you are interested in throwing together such a kit, drop me a card and I'll send you the details.

Good hunting, and take safety and "comp'ny manners" into the field with you!

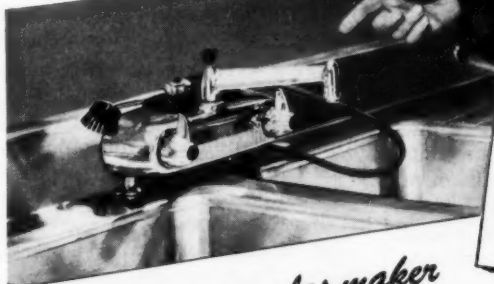
HUNTERS! FISHERMEN!

This is your feature section. Thousands of you are reading and enjoying it in every issue. The editor of the feature, Joe Penfold, is doing a nationally-recognized job. But to enable him to do an even better job for you personally, write him. Tell him of your interest in hunting and fishing. Send him photos from your recent—or memorable—trips. Give him tips on hunting and fishing conditions in your area. Help Joe Penfold make this feature more effective. His address is 970 Forest St., Denver, Colorado.

MANAGE October 1953

"DISHMASTER helps sell my houses!"

says Donald Scholz,
prominent Ohio Builder



You can give your houses the added advantages of a DISHMASTER, the push-button dishwasher, for little more than the cost of faucets alone!

DISHMASTER is a sales maker ...and here's why!

- ✓ Dishmaster ... the miracle, pushbutton dishwasher, fits any sink; washes dishes, glasses, silverware, even pots and pans!
- ✓ Dishmaster retails at a price that makes sense to housewives and dollars for you—\$49.50!
- ✓ Dishmaster washes dishes faster and easier than models selling for as much as \$300—\$400!
- ✓ Dishmaster is easy to install—fits wall or deck sinks.
- ✓ Dishmaster has been proved in hundreds of thousands of homes all over America.
- ✓ Dishmaster's national advertising will reach over 85,000,000 readers of American Home, Better Homes and Gardens, House Beautiful, House and Garden, Sunset, Small Homes Guide, Good Housekeeping, Business Week, Esquire, Newsweek, Woman's Home Companion, Ladies' Home Journal, Woman's Day, Family Circle, McCall's, Everywoman's, What's New In Home Economics.

FILL OUT COUPON NOW!

DISHMASTER
puts the
big plus
in your houses

Gentry-Michigan Corporation, Merchandising Division
10 South Superior St., Toledo 4, Ohio

Dept. AB-3

Gentlemen: Please send me Free descriptive booklet "Dishwashing the Easy Way". I am a Builder ☐ Architect ☐ Please send prices.

Name _____

Firm _____

Address _____

City _____ Zone _____ State _____

How would **YOU** have solved this?



NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than October 28, 1953. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR OCTOBER

Alex Sampson is an office supervisor for the Feather-Lite Aluminum Co. and has been with the firm for 22 years. He began as an office boy at 35 cents an hour. He thought he had had all kinds of supervisory problems and knew pretty well how to handle any situation involving the supervision of employees, but last autumn he encountered a new one. He wants some help in solving the problem.

Alex carefully interviewed a man for a clerk position in the office and was so well impressed that he hired him immediately. He had never thought it necessary to ask any applicant for employment in his office about the applicant's politics, because Alex considered politics a part of any person's private life.

Alex is a Republican and has been an active member of that political party for many years. So is Alex's boss, the vice president in charge of industrial relations. So is the president of the company.

But Tom Adams, the new employee Alex hired last fall, is a strong Democrat from Missouri. Two days after he first came to work in Alex's office, Tom put up "Vote for Stevenson" signs around his desk. All the employees of the department (about 30) got a big laugh out of Alex's embarrassment. Alex made Tom take them down, saying the company had a rule about littering up the working

area. The next day, Tom brought a framed photo of Stevenson and placed it on his desk. Alex said nothing, but he took a lot of kidding from other supervisors in the company.

During a city election this spring, the top men in the Feather-Lite Co. went all-out to support the Republican candidates for office, because the Democrats had promised—if elected—to raise the taxes on the Feather-Lite Co. property.

But young Tom Adams worked just as hard for the Democratic candidates to win the local election, even passing out pamphlets on his party's candidates to Feather-Lite employees as they left work on several occasions. His name was mentioned in the local newspapers frequently as speaking at Democratic party meetings. On one occasion, he was quoted as saying in a speech that: "The Feather-Lite Company ought to have its taxes raised, because I work for them. I see them throw money around like water, and it is only fair that the company should be carrying a heavier load of the expenses of the city."

The supervisor-employee relationship between Alex and Tom became very cold and unfriendly after this publicity. Alex had a private conference with Tom at once and told him that he should have stayed out of the political fight involving the name of the company, because he owed the company a certain amount of respect. Tom replied that he figured

he worked for his pay from Feather-Lite and that his personal life was his own.

The president of the company suggested to Alex in private that he did not like Tom's political leanings against the best interests of the company, but that the decision on what to do—if anything—was in Alex's own lap.

Alex was passed over for a recent promotion to assistant superintendent and he thinks his respect for Tom's political life might have had something to do with it. He knows there is another promotion possibility coming up in six months—and already Tom is hard at work on the Democratic state political campaign in preparation for an election next year. The president of the Feather-Lite Co. is chairman of the county's Republican executive committee.

The office workers of the Feather-Lite Co. do not belong to unions, so this is a problem concerning only Alex. He is fast becoming convinced that Tom is not working in the best interests of the Feather-Lite Co. because of his political beliefs and connections, but he still believes a man's politics are a part of his personal life.

If you were Alex, how would you handle this situation?

Here Was the September Supervisory Problem

When Tom Smith graduated from high school, he went to work for the American Manufacturing Company as an apprentice machinist. Tom was an intelligent, hard-working young man, and after ten years and a series of good promotions in the machine shop, he was transferred to the engineering department as he had shown a definite aptitude for this type of work.

Ten more years in engineering has seen Tom rise within the department into a very responsible position. He is very happy here and gives the job all he has. The vice president in charge of engineering has on several oc-

casions sent Tom commendations for his good work.

This should all lead to the supposition that Tom is "set" with a secure position and a promising future at American Manufacturing.

But recently a management consultant firm was retained by American Manufacturing to survey the company and decide upon necessary changes for more efficient operation.

Among the recommendations made by this firm to the vice president in charge of engineering concerning his division was that of the dismissal of Tom Smith for incompetency. According to the consultant's data, Tom's job requires a college education. But Tom doesn't have a diploma; he only has 20 years of service to his company.

As vice president in charge of engineering, how would you deal with this recommendation of the management consultant? Would you fire Tom because of his lack of education? Or would you keep him on the job because of his seniority and competence?

SEPTEMBER WINNERS

Following are the best "solutions" to the supervisory problem of the September issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

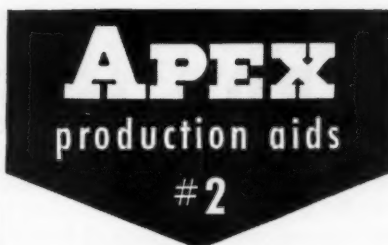
What Is Education?

By Robert Holzkecht, American Air Filter Company, Louisville, Kentucky.

"Would you fire Tom because of his lack of education?" This question is the very heart of the problem. Therefore, we have no problem because it is quite apparent that there is no lack of education in this case. An educated person is one who has learned to think. If he has earned a diploma through four or more years of intensive training in college, he has earned a valuable certificate which is not a guarantee of his proficiency in any field, but rather a recommendation that he may be given a chance to prove that he has the potential to develop into a successful engineer.

Some men who become engineers are fortunate enough to take the short cut of college, while others get there by the more difficult road of self-training. Surely, Tom Smith has proved that he is a competent engineer. It is inconceivable that such a consistent record of promotion could have taken place unless Tom has studied books and magazine articles relating to his chosen work. He probably also attended night classes to improve his qualifications. With all the wealth of practical experience that Tom has accumulated as a result of solving engineering problems relating directly to American

MANAGE October 1953



Bit Holders, Insert Bits, Power Bits, Hand Drivers

Here is a complete line of production tools—specifically designed to meet almost any screwdriving requirement—specifically built to reduce fastening costs, increase productive output.

Bit Holders and insert bits—pioneered and patented by Apex—offer extra savings. Holders, to fit all popular makes of air, electric or spiral drivers, last indefinitely. Insert bits, easily and quickly interchanged, are just discarded when worn.



BIT HOLDERS AND INSERT BITS
One holder accommodates a full range of insert bits to drive these screws:



POWER BITS—Standard hardness (dark finish) for soft screws; X hardness (Satin finish) for self-tapping screws. Bits to use with:



SERVICE DRIVE BIT HOLDERS

For use with full line of Apex insert bits. Available with 1/4", 3/32", 3/16", 1/2" female square drives.



HAND DRIVERS—For use with complete line of Apex insert bits. Also made for driving Phillips, Frearson or Clutch Head screws.

WRITE FOR APEX CATALOG 26



THE APEX MACHINE & TOOL CO.

1035 So. Patterson Blvd. • Dayton 2, Ohio

Manufacturing Company, how can there be any doubt of his competency?

Over the years Tom has proved that he possesses many other attributes which overshadow his lack of a diploma:

1. He has demonstrated his ability to get along with people. Contrary to popular concept, a corporation is not a cold, impersonal monster, but rather a focus for the energies and productivity of a group of individuals. Courtesy and cooperation are essential. Without them, a man is useless to the group.

2. He has shown ambition and an ability to grow. His record of promotions is evidence that he must have expended his energies "above and beyond the call of duty" for the good of the company. Certainly, every promotion during the past ten years must have been in spite of his lack of a diploma.

3. His loyalty and feeling of goodwill to his company is noteworthy. Can you name a young man in engineering who has not received "feelers" or outright offers of lucrative jobs from "talent scouts" representing other companies? Tom has made his choice to remain a part of the American Manufacturing Company.

The value of a formal education is beyond question, but we must never fall into the error of considering it an end in itself. It is a step in the preparation for the biggest job of all—living a happy and useful life. This preparation begins in the cradle and never ends. How can we give serious consideration to the idea that any single piece of paper is indispensable?

Valuable Asset

By Warren W. Tinsley, International Nickel Co., Inc., Huntington, W. Va.

Tom Smith definitely should not be fired for incompetency! This word merely reflects his lack of a college education, nothing else. As far as education is concerned, he has learned far more during his twenty years of practical experience than he could ever hope to learn in four or more years of college. Furthermore, his obvious ability, natural aptitude, and hard work has been recognized several times by his superiors through promotions to his present responsible position as well as through letters of commendation for his good work.

The management consultant firm was retained by American Manufacturing for one purpose only—that of recommending necessary changes for more efficient operation. As far as the engineering division is concerned, dismissing Tom and replacing him with a college graduate certainly does not indicate increased efficiency. Tom is doing the job now and doing it well. If the consultant's recommendation is carried out, a period of time would elapse during which the college graduate would

(Continued on Page 34)

WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● **THE PUBLIC RELATIONS PROFESSION** was the object of a recent attack by the editor of "Labor" Newspaper. "They used to be known as press agents and worked mostly for circuses," the editorial reads. But now they have changed their name and sell their unscrupulous services to anyone who will pay them well—especially politicians.

● **THE PENNSYLVANIA CIO COUNCIL** is supporting a bill in that state which would close a legal loophole that permits garnisheeing a worker's paycheck.

● **"THE MACHINIST"** editorially offered a solution to the shortage of skilled machinists. Since many prospective workers are being lured into the professions, the editor suggests paying the same wages to machinists as to professionals.

● **THE TRADES AND LABOR CONGRESS** of Canada went on record at their 68th annual convention in Ottawa as favoring the nationalization of all telephone services in that country. They also urged legislation for a 30-hour work week.

● **IN MILWAUKEE** a union business representative has announced that henceforth all pinball machines, juke boxes and other coin machines will bear union labels to show whether they are serviced by members of the I.A.M. Unionists in that area will now know which machines to patronize.

● **"THE CIO NEWS"** recently featured on their cover a photograph of the four-year-old son of a CWA member helping man the picket line at the Clinton, Indiana telephone exchange after Governor George Craig had sent state troops to dispell roudy union pickets.

● **CIO GOVERNMENT & CIVIC EMPLOYEES ORGANIZING COMMITTEE** is busy blasting away at Harold Stassen for ordering intelligence tests as a means of deciding which employees of the Foreign Operations Administration will be discharged.

● **INSULTED** because they were not invited to take part in the planning of North American Aviation's Family Day, Local 887, CIO Auto Workers distributed balloons outside of the gate upon which were printed anti-management slogans.

● **LABOR PUBLICATIONS** are applauding Senator Douglas of Illinois for urging pro-labor changes in the Taft-Hartley Act. Among these was the extension of protection (union protection) to supervisory employees who have "no real power."

● **A READER OF "LABOR" NEWSPAPER** wants to know why laborites in California are still raving about the tidelands oil dispute. Labor had campaigned against state ownership under the banner of "oil for education." Now California has already allotted \$50 million of the oil revenue for education, so this reader wants to know why labor isn't satisfied.

● **"ROBOTS TO DISPLACE WORKERS IN FACTORIES OF THE FUTURE"** was "Labor's" comment on a recent "Business Week" report on the future outlook for industrial productivity in this country.

● **"INTERNATIONAL OIL WORKER,"** publication of the CIO Oil Workers, thinks its O.K. for its former publicity director Harvey O'Connor to refuse to tell the Senate's investigating subcommittee whether or not he had ever been a communist. "We are on his side every inch of the way," the publication stated.

★ MANAGE SERVICE BUREAU ★

New Products and Free Publications for Management Men

New Industrial Wiper

A brand-new industrial wiper, scientifically engineered to meet the general wiping needs of industry, has been developed and placed on the market by **Scott Paper Company**. Secret of the new wiper lies in its revolutionary surface. Each wiper consists of two "Perf-embossed" sheets which, through a special process, are welded together for extra durability giving thorough cleaning action and maximum dirt retention. Chemical treatment also creates all important "wet strength." Packaged in a compact size box, the wiper is ideal for hands and face as well as industrial wiping. For further information—

CIRCLE 1001 ON SERVICE COUPON

Industrial Flooring

An eight-page illustrated booklet "Plastic Pellets" is available from **Flash Stone Company, Incorporated** explaining the advantages of Plastic Pellets in an asphalt-rock mixture for industrial flooring.

Plastic Pellets are used in types of flooring materials—"Immediate Set" and "Liggitte." The characteristics of each type are described.

CIRCLE 1002 ON SERVICE COUPON

Yale Pul-Lift

The Pul-Lift, an unusual chain hoist design which either pulls or hoists, is illustrated and described in a bulletin of the **Yale & Towne Manufacturing Company**.

Developed to meet the demand for a general purpose tool. The Pul-Lift operates in close quarters by means of short strokes on a ratchet handle. It is available in $\frac{3}{4}$ to 15 ton capacities.

CIRCLE 1003 ON SERVICE COUPON

New Literature Offered

(Circle the Number on Service Coupon)

1004—A comprehensive line of equipment for the "floor level" handling of goods and materials is presented in the **Barrett Junior Catalog, No. 535**, just released. The 100-page eleventh edition of this widely known pocket-size catalog contains information, illustrations and specifications on fork trucks, high lift electric trucks, pallet trucks, industrial tractors, electric and hand lift trucks, steelp skids, semi-live skids and lifters, portable and

industrial elevators, portable cranes, stacking frames, steel storage racks, lifting and die tables, hand trucks, and handling specialties.

1005—An illustrated catalog with descriptions and specifications on the **Thor No. 2** series of light-weight, air-operated drills, grinders, screwdrivers and nut setters is available from the **Thor Power Tool Company**. Thor has more than 100 tools available in this class, with a wide selection of interchangeable types and sizes of handles and front end attachments.

1006—A new bulletin describing a rider type, narrow aisle, electric powered truck for handling semi-live skids has just been announced by **The Raymond Corporation**. This bulletin is complete with installation, photographs, specifications and dimensions and tells how, for the first time, semi-live skids may be handled by rider trucks in narrow hand truck aisles and congested areas.

1007—To describe the newly redesigned model GCH Red Ring Shaving Machine, a new bulletin is available from **National Broch & Machine Company**. It shows how a differential up-feed mechanism provides greater flexibility on a shaving machine on which both conventional and diagonal shaving operations as well as crowning and taper shaving can be performed.

1008—A new manual just issued by **Standard Parts Company** presents their complete and useful line of jig and fixture components. Over 500 tool components are included, many which are new and never before presented to the trade. As a practical aid and time

saver for designers, many of the parts drawings can be used for direct tracing. Full size tracing templates for other sizes are also available and furnished when requested. A few of the new items presented are: double cam assemblies, chuck jaws, flat nose heel clamps, equalizing assemblies, wing "C" washers, equalizing "C" washers, sure lock fixture keys and buttons, jig legs and plates, torque screws, locating pins, etc.

Literature Offered in Ads

Apex Tool and Machine Company (See Page 29) will send you a catalog on bit holders, insert bits, power bits, hand drivers—a complete line specifically designed to meet any screw-driving requirements.

CIRCLE A1021 ON SERVICE COUPON

"Forging Ahead in Business" offered by **Alexander Hamilton Institute**, indicating what you must have to succeed in business. Fill in coupon on Page 7 or —

CIRCLE A1022 ON SERVICE COUPON

Tiezmann Tool Corporation (See Page 32) sends descriptive sheets covering stud sets, step blocks, Indicator Height Gages and a full line of tool room accessories.

CIRCLE A1023 ON SERVICE COUPON

Available without cost for your program, training school or clinic. Movie films on production operations furnished by **The Denison Engineering Company** (See Page 34). Write direct or—

CIRCLE A1024 ON SERVICE COUPON

Note: Inquiries for the items listed above will not be serviced beyond Nov. 30.

MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

1953

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THE HUMANITIES IN INDUSTRY

(Continued from Page 25)

United States.

In my own company, we have a union. That union is represented by a committee, and I take some personal pride in the fact that I know every one of that committee by his first name. They are an intelligent group and, in many instances, we tell them what the problems of the company are and discuss our problems with them. Their response is not only intelligent, but sincere. They, in turn, are free to tell us as management what their problems are in carrying out their work.

I do not necessarily believe in the institution of labor management committees which were advocated in industry at the beginning of the New Deal. I think, however, that there is a modification of this type of committee which can exist in a committee representing the union in sitting down with a committee representing the management. By this means, many very difficult and sometimes seemingly insurmountable problems are discussed and possibly solved. It is my own personal experience that this is the case.

In closing, let me give you a definition of the word humanity: it is the quality of being humane; the kind feelings, dispositions and sympathies of one man to another. The subject of humanities in industry is dear to my heart because I so strongly believe that, if any one principle can determine success or failure for an industrial enterprise, this is it.

ATTITUDES AND ATTITUDE SURVEYS

(Continued from Page 11)

had better not take place. First, the attitude survey should be conducted by an outside agency fully qualified for this work. Second, the company should be most sincere in its determination to do something about the results. It is hardly necessary to add that the employees polled retain their anonymity. They should be instructed about the reasons for the survey

and requested to be most open in answers.

"Machines alone do not give us mass production. Mass production is achieved by both machines and men. And while we have gone a long way toward perfecting our mechanical operations, we have not successfully written into our equation whatever complex factors represent man, the human element." These words of Henry Ford II, spoken a few years ago before the American Society of Mechanical Engineers, make a fitting introduction to our consideration of the questions which enter into an attitude survey. For in such a survey man, the human element, expresses his innermost thoughts and convictions about the company for which he works. Here are brought into sharp focus fac-



tors which are important to the worker.

We know from the history of industrial relations how frequently the statement issued by certain companies that "we are one big happy family" has been proved a myth. No doubt this idea was fostered by the "yes men" in management who are too fearful to tell the truth about their particular sectors. Or do they know the whole truth to tell? Today, if a company is sincere in seeking the exact opinion of its employees, it will invite an outside qualified agency to conduct an attitude survey.

What type of questions are asked in this survey? The easiest answer is to take a survey already made and repeat the questions with the answers of the employees and the

observations and comment of the polling experts and the company officials. The attitude survey is really a check-up on management. There will usually be a balance of favorable praise and frank criticism. A large company will have the survey reported on the basis of every 100 employees so as to show the percentage of opinion more easily. The ballots or questions are answered with complete secrecy.

How do you like your job? This question was broken down into these opinions: 25 said they prefer their present job to others; 40 said they liked their jobs better than most others; 10 said they did not like it but it was better than some others; 20 said their job was fair enough but nothing to boast about; 10 did not like it; and 5 had no opinion. That is a very good showing for the type of industry concerned. If more unhappiness were manifest, there would be need for prompt action.

What do you think of your company? High, average, or low opinion? If 25 report the company above average and 50 about average, that is not too complimentary. Such a report should urge management into remedial action.

Are you proud of your company's products? Do these products enter into the defense program of the nation? These questions provoke interesting answers.

What do you think of the fringe benefits? This is an important question for it will reflect the mind of the workers on social security. As a rule, there will be high approval of the Blue Cross hospitalization plan, medical benefits, group life insurance, paid vacations and so on. But in many surveys there has been a frank disapproval of the current pension plan.

Are promotions fairly made? If the answers show a majority in the affirmative, that is a fine reflection on management. If the majority opinion is negative, a sincere effort should be made to remove the causes of dissatisfaction. Allowance should be made for the chronic kicker on this point.

How do you rate working conditions? This question will be broken

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MANAGE October 1953



Draper: "These are especially strong shirts, madam. They simply laugh at the laundry."

Customer: "I know that kind; I had some which came back with their sides split."

The man whose ship comes in usually finds most of his relatives at the dock.

A salesman was dismissed because of lack of courtesy to customers. A month later the sales manager spotted him walking about in a police uniform.

"I see you've joined the force, Jones," said the sales manager.

"Yes," replied Jones. "This is the job I've been looking for all my life. On this job the customer is always wrong."

"Folks," said the old colored minister, "the subject dis evenin' is 'Liars'. How many in the congregation has done read the 69th chapter of Matthew?"

Nearly every hand in the audience was raised.

"Dat's right," said his reverence. "Yo' is de folks I wants to preach to. Der ain't no 69th chapter of Matthew!"

The doctor applied the stethoscope against the chest of the ailing patient. "What's he doin' that for, Mike?" asked the patient's brother, who had accompanied him to the doctor's office.

"He's 'phonin' me insides to see what's the matter."

Russian Slogan: Vote Communist—the life you save may be your own.

"Young lady, you've married five men without getting a divorce. That's big-amy."

"Big of you? Don't you think it was pretty generous of me, too?"

A traveler seeking advertisements for a local paper called at the village grocer's. Upon presenting his card, he was surprised when the gray-haired proprietor said: "Nothing doing. Been established eighty years, and never advertised."

"Excuse me, sir, but what is that building on the hill?" asked the traveler.

"The village church," said the grocer.

"Been there long?" asked the other.

"About three hundred years."

"Well," was the reply, "they still ring the bell."

Man is the only animal that can be skinned more than once.

A husband and wife were in sharp disagreement over what suit he should purchase. Finally the wife relented and said:

"Well go ahead and please yourself. After all, you are the one who will wear it."

In a meek voice the man replied, "Well, dear, I did figure that I'd probably be wearing the coat and vest anyway."

Brown: "Do you believe in clubs for women?"

Black: "Yes, if kindness fails."

"John proposed last night," says the sweet young thing with glee.

"Congratulations!" scream her friends, "doesn't he do it beautifully?"

The fellow who claims to understand women is either a psychiatrist or in need of one.

Being a husband is just like any other job; it's much easier if you like your boss.



"Dr. Hennessy, meet Dr. Mbugu Oog Mbongo, who is in this country to study our use of miracle drugs in modern industrial medicine. Claims to have a few interesting miracle drugs of his own!"

ATTITUDES AND ATTITUDE SURVEYS

(Continued from Page 32)

down covering safety, lighting, washrooms, cleanliness, heating, ventilation. If less than 70 workers state that conditions are only average or above, it is high time for management to act. For poor working conditions have a direct bearing on productivity and morale.

Do you feel you have job security? If 75 out of 100 employees report that they feel reasonably secure, that is a very fine rating for the company. Is the amount of work assigned to you about right? Could you do more without great strain? Would you do more with an incentive?

In studies dealing with employee morale great emphasis is placed on the supervisor. No punches seem to be pulled when the survey asks: "How do you rate your immediate supervisor?" If the rating for various factors—knowledge of job, restraint of feelings, training of workers, all-around fairness, giving credit for work well done—is very good, that is wonderful praise for the man concerned. For a foreman has a hard job being the link between higher management and the worker. On the points of giving just credit and fairness there is apt to be a lower rating than on other points.

Does the company issue sufficient information about its policy and activities? How much of this information do you believe? To the first question, it is evident that workers are calling for more economic information about their job and the company than in past years. This is a good sign. To the second question, one must await the verdict of the workers. There is no doubt that management has been truly shocked by the blunt manifestation of disbelief on the part of many employees. Here the words of an industrial relations manager, A. S. Dodge, are to the point. He said, "Probably the best one-word answer to this question would be 'misunderstanding.' Misunderstandings more often than not spring from failure on the part of management

to make sufficiently clear the reasons underlying decisions and actions that effect employees, particularly with reference to hours of work, methods of pay, method changes, promotions and transfers. Lack of correct information creates a vacuum to be filled with misinformation."

WASHINGTON REPORT FOR SUPERVISORS

(Continued from Page 15)

a net population gain of one every 12 seconds.

Note to the ladies: Plans are under way to formulate an exclusive woman's group here in Washington. It is a chapter of Fat Girls Anonymous. The parent organization is at some anonymous place in Tennessee.

Although Congress has gone "home" this does not mean the solons are lolling at beach resorts, loafing at country clubs, or piddling away the taxpayers' money in idle-



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ness. Not many writers have anything good to say about our lawmakers—so I will.

It's a matter of record that between now and the time Congress reconvenes, a majority of the senators and representatives will be engaged in a wide variety of chores. More than 15 full committees have jobs ear-marked for subcommittees on as many as 60 projects, or phases of programs. These range from Communism to crime, and from atom power to economy in the military services.

Joke of the month: Once again I am indebted to Rep. Oakley Hunter, the intrepid Californian, for turning up a whimsey. Says he: "The Bureau of Indian Affairs owns 2,357 automobiles—that is more cars than there are Indians in Wyoming. It apparently takes a lot of automobiles to make Americans out of those whose forefathers met the Mayflower."

SEPTEMBER WINNERS

(Continued from Page 29)

be learning the requirements and duties of the job. Reduced efficiency would result during this time. After the "breaking-in" period is completed, there is no assurance that he would perform these duties more efficiently than Tom did.

The vice president in charge of engineering knows, through his association with Tom's work, that no question of incompetency exists. If the consultant's recommendation states that Tom's job requires a college education, then Tom is to be sincerely commended for his ability to rise above those who have this requirement. His example is one which others would do well to emulate.

Practical Versus Theoretical

By Jack Wesley, B. F. Goodrich Company, Marion, Ohio

This problem is the age old one of "Practical versus Theoretical" knowledge.

The end product is what really counts in production cost per unit. The vice president in charge of engineering knows that the present employee will give him more for less money because he has, over the years, learned much of a practical nature that the new recruit could not learn in college.

Tom Smith should be retained in the company because of his competence and not because of seniority or degree of formal education. What is formal education but a foundation on which to build? Tom Smith has already surpassed the equivalent of a formal education with his twenty years of association with the company which is a sure test of his ability to handle his job.



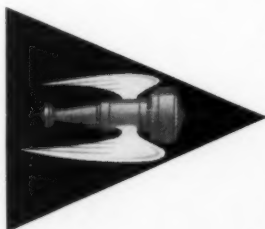
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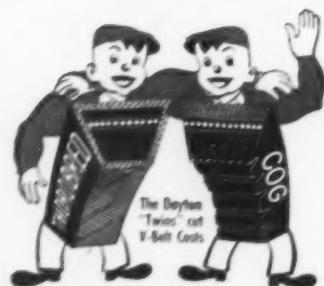
A chemical company, for example, has a V-Belt drive on a mauler mixer that is exposed to continuous grit from crushed rock, which is treated with sulphuric acid. This is what a belt change costs:

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Cost of lost production during down time..	1000.00
Total cost of belt change.....	\$1022.45

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